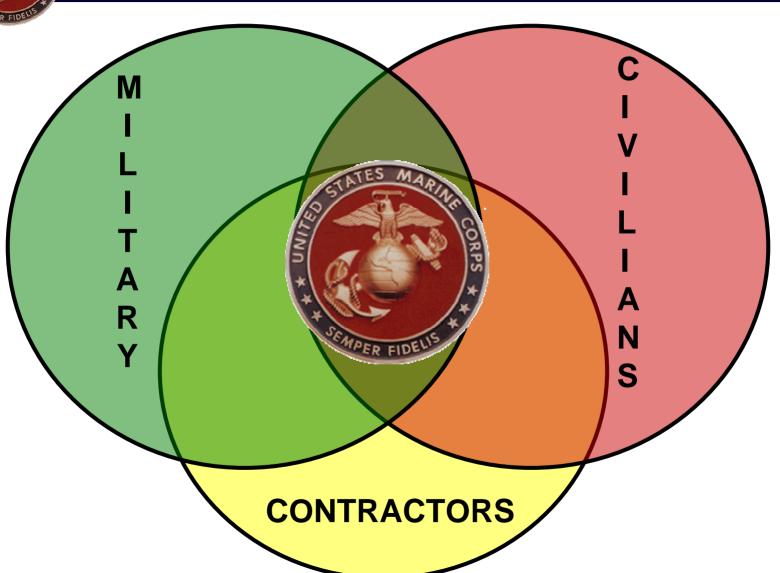


**Tony Torres-Ramos** 

Civilian Workforce Management Branch (MPC) Manpower and Reserve Affairs US Marine Corps



# "Total Force"



# **Leadership Commitment**



Civilian Workforce Management

Our vision is to make the Marine Corps the employer of choice for a select group of civilians imbued with the Marine Corps values of honor, courage, and commitment. Through implementation of the Civilian Workforce Campaign Plan, we will not only define what the Marine Corps will offer its Civilian Marines, but what the Corps expects from them.



Gen M. W. Hagee, February 10, 2004 Senate Armed Service Committee



# CMC White Letter, Jan 27, 2003

#### Civilian Workforce Management

- White Letter No. 01-03
   Subject: Civilian Marines –
   Civilian Workforce Campaign Plan
- Guiding Tenets:
  - Committed to all members –
     Uniformed and Civilian
  - All will <u>embrace our core values</u> honor, courage, and commitment
  - Programs will support / sustain the highest level of performance
  - There will be opportunity for all



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
2 NAVI ANNEX

BIDGE / HEREITOL

JAN 23 2000

MULTE LETTER UD. 01 -D3

core Commanded of the Marine Corps o: All General Officers All Commanding Officers all Officers in Communi

SUBM - CIVILIAN MARINES - CIVILIAS VORKECROS CAMPAIGN PLAN

- People are our most important assat. Recognizing this our 12" formanient charged the Deputy Communicat for Narmother and Reserve Antains and the Comps' memor Executives with developing a means and Reserve Antains and the Comps' management of our civilian Martine workforce and wake the Martine Corps the "ampleyer of choice" for those seeding challenging and reserving percent. The civilian Morkforce Campaign Plan is a result of this effort. Whis Campaign Plan provides the important framework to strengthen all aspects of the fivilian Marine over 11% mysle.
- 2. While the Campaign Plan is published, hard work must continue specific expensions plans must be developed, implementing policies and programs can be created, and effective execution must became. This will take time and involve deliberate actions belower, we will accomplish these critical tasks as properly mature the programs for our Civilian Maximum. As the leaders of the Marine Corps, your knowledge of the Compaign Plan, personal commitment to its stated goals, and anxious involvement in the execution are critical to achieving these inportant Englacities.
- 3 Provided below are my guiding tenetr as we implement the Compaign Plan.
- We are failly <u>nommitted</u> to all remners of our team Uniformed and Civilian Marinas.
- b All thes missing will embrace our core values honor, courage, and possiblent.
- c. Our programs will support and sustain the highest level of performance across the work life cycle - recruitment through to retirement.
- d. There will be structure and apportunity for all to compete and an apportunity their professional potential - supporting the Marine Europe mission and considering personal doils.
- 6. Actions to folly implement this Campaign Plan for our civilian Marines will span my four no Chernandant. I need your dedicated efforts and talent to ensure autometal execution and the purpose work environment, which I as confident, will lead us to be the 'employer of chette.' Our Civilian Marines are critical in continued observes of the Marine Corps team. Our programs and attracture must support the value proposition that we offer 'Support our Marines. Be part of the Team.' Employ ridelias.

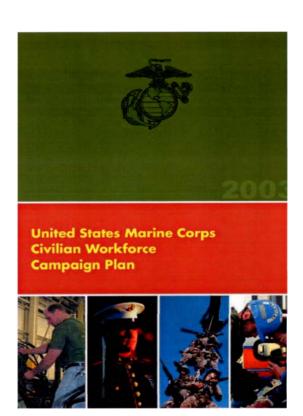
# **Topics**



- Civilian Workforce Campaign Plan
- Goals For Workforce Development
- Accomplishments and Current Initiatives
- COI Contacts and Structure
- Leadership Development Program
- Leadership Training
- Roles and Responsibilities of COIs & M&RA
- Civilian Workforce Development Application (CWDA)
  - Where We Were
  - Where We Are Now
  - Where We Are Going
- Civilian Leadership Development Application
- NSPS



- Enhanced management of Civilian Marine workforce
  - ✓ Marine Corps = "Employer of Choice."
- Campaign Plan
  - ✓ Acculturate and imbue Marine Corps values
  - ✓ Nurture, build, and grow Civilian Marines
  - ✓ Provide flexible career opportunities
  - ✓ Create leaders at all levels
- Civilian Marines Phases
  - ✓ Recruit
  - ✓ Acculturate
  - ✓ Retain / Refresh
  - ✓ Separate / Celebrate



#### **Goals for Workforce Development**



- Establish the Marine Corps as the employer of choice
- Provide skilled workforce for the future
- Provide Civilian Marines with a career path
- Provide opportunities for training, leadership development, rotational assignments, and mentoring from senior leaders



# **CWCP Accomplishments and Current Initiatives**



#### Civilian Workforce Management

#### **Accomplishments**

- Established 21 Communities of Interest
- Endorsed by White Letter 01-03
- Civilian Marine Lapel Pin
- Civilian Marine Website
- Civilian Marine Quarterly Newsletter
- Mentoring Handbook
- CLD Assessment On-Line
- Civilian Workforce
   Development Application

#### **Current Initiatives**

- Marine Corps Mentoring Program-A tool that will provide training across the Marine Corps. This will increase the number of trained mentors throughout the Marine Corps enhancing our ability to develop a civilian workforce capable of facing the challenges of the future.
- Marine Corps Acculturation Program-Provide our Civilian Marines an opportunity to learn about the Marine Corps, its culture, and its history.
- CWD Application Enhancements
- CCLD Publication
- Marine Corps New Employee Orientation program (NSPS Impact)
- Marine Corps Supervisor Training Course and HR Manual (NSPS Impact)

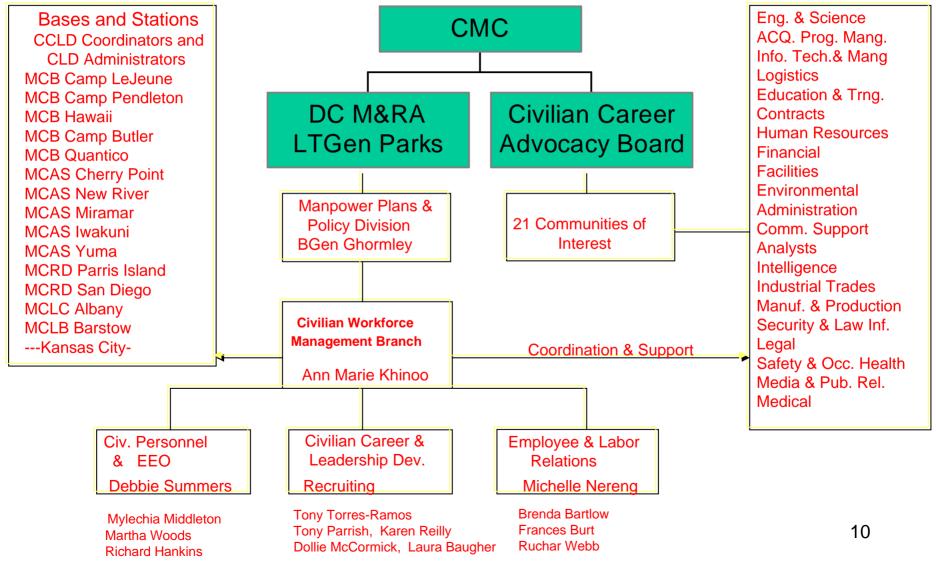
# SIMPER FIDELIS

# **COI Contacts**

Community of Interest	COI Leader	COI Manager	MPC POC
1. Engineering & Science	Barry Dillon	Robert Hobart	Karen Reilly
2. Acquisition Program Mgmt	Barry Dillon	Richard Bates	Karen Reilly
3. IT Management	Debra Filippi	Harry McDavid	Tony Torres-Ramos
4. Logistics	Carla Liberatore	Susan Kinney	Anthony Parrish
5. Education & Training	Dr. Michael Bailey	Vacant	Dollie McCormick
6. Contracts	Shay Assad	Ellen Simonoff	Anthony Parrish
7. Human Resources	Michael Rhodes	Ann Marie Khinoo	Dollie McCormick
8. Financial	Charles Cook	Renae K. Pribyl	Karen Reilly
9. Legal	Peter Murphy	Bryan Wood	Anthony Parrish
10. Facilities	Paul Hubbel	Steve Vines	Anthony Parrish
11. Environmental	Paul Hubbel	Craig Sakai	Anthony Parrish
12. Administration	Al Washington	William Catsonis/Bill Whaley	Dollie McCormick
13. Community Support	Michael Downs	Dr. Janet Jaeger/Maureen Jillisky	Dollie McCormick
14. Analysts	Joseph Masciarelli	Vacant	Karen Reilly
15. Intelligence	Karin Dolan	Kelly Nash	Karen Reilly
16. Industrial Trades	Robert Trammell	Debra Hawkins	Tony Torres-Ramos
17. Manufacturing & Production	Robert Trammell	Debra Hawkins	Tony Torres-Ramos
18. Medical	Navy	Navy	Dollie McCormick
19. Security & Law Enforcement	Raymond Geoffroy	Randy Smith	Tony Torres-Ramos
20. Media & Public Relations	Al Washington	William Catsonis/Bill Whaley	Dollie McCormick
21. Safety & Occupational Health	Donald Weightman	Danny Tolentino	Tony Torres-Ramos

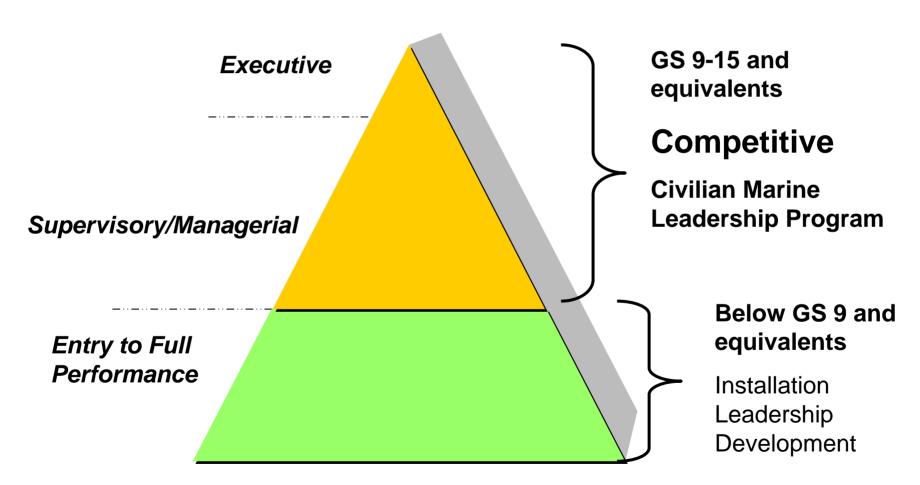
#### Structure for Implementing the CWCP







# **Leadership Development Program**





# **Civilian Marine Leadership Training**

Program	Grades	# Applicants	# Selected
USDA New Leader	GS 7-11	70	20
USDA Exec LDP	GS 11-13	21	7
DoD Exec LDP	GS 12-13	12`	2
LEGIS Fellows	GS 13-15	3	3
USDA Exec Potential	GS 13-15	3	3
DLAMP	GS 13-15	3	3
MIT Seminar XXI (DC Metro only)	GS 14-15	4	4
Federal Executive Institute	GS 15	13	8

#### Roles and Responsibilities of COIs & M&RA



#### Civilian Workforce Management

#### **Communities of Interest**

- Vision & COI Plans
- Guidance
- Career Paths
- Best Practices
- Communication
- Competency Development
- Demographics & "Health"
- Workforce Management
- Career Development Program
- Mentoring Civilian Marines

# **Manpower and Reserve Affairs**

- Human Capital Management
- Build COI Competency Framework
- Develop Policies
- Maintain Civilian Marine Website
   & IT Databases/Applications
- Provide Support to CCAB
- Provide Assistance to COIs
- Communication to Commands
- Leadership Development Programs
- Workforce Analysis

<sup>&</sup>quot;Support Our Marines. Be Part of the Team."



# Civilian Workforce Development Application (CWDA)



**The Civilian Workforce Development Application (CWDA) will assist Civilian** Marines with professional development by providing access/visibility to career paths, training and development opportunities, information about skills, knowledge, and experience needed for career growth and mission requirements.



#### **Civilian Workforce Development Application**

- COI Project
- Web Site Development
- Competency Management Model
- Civilian Workforce Development Application Pilot

# **Civilian Workforce Development Information Management Application, CWDIMA (CWDA-1)**

- Developed by Contractor
- Two COI's
  - Contracts
  - ITM
- Developed at Oracle
- Migrated to M&RA
  - Development Server

- Conducted Internal Review
   16 July
- Conducted Pilot 22 July
- Migration of All 21 COI data into Database
- Contract expired 31 July
- Next Steps



- Program Management Transferred to MarCorSysCom on October 1<sup>st</sup>
- Revisit/Clarification of Requirements
- Contract Awarded April 2004
- Requirements Review with Contractor
   Lessons Learned From Systems Available for
   Possible Use With CWDA
  - OTA
  - CLDA
  - WASS/CIVFORS
  - **KRC** 18



- Contract Vehicle
  - GSA Schedule
  - Development to start in May
- Leverage
  - Oracle Enterprise Contract
  - Lessons Learned
  - Oracle Database
  - HR and SSHR "out of box"
- Phases for Production Environment
  - HR Generic Reports for all Users→
  - SSHR User Roles/Profiles -
  - Learning Management Capability





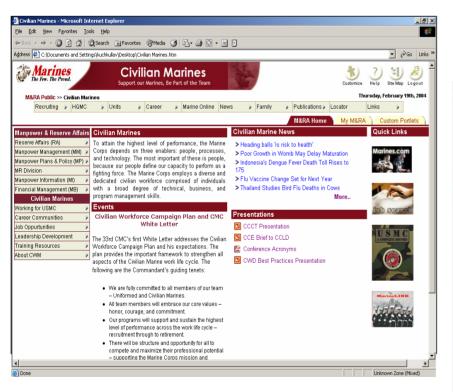
#### **Functionality**

- Civilian Marine
  - View Competencies
  - View Competency Definitions
  - Create Functional Competency/Proficiency Assessment
  - Compare Proficiencies against Template
  - View Professional Development Attributes
  - Record Professional Development Attributes
  - View positions by Series/Location

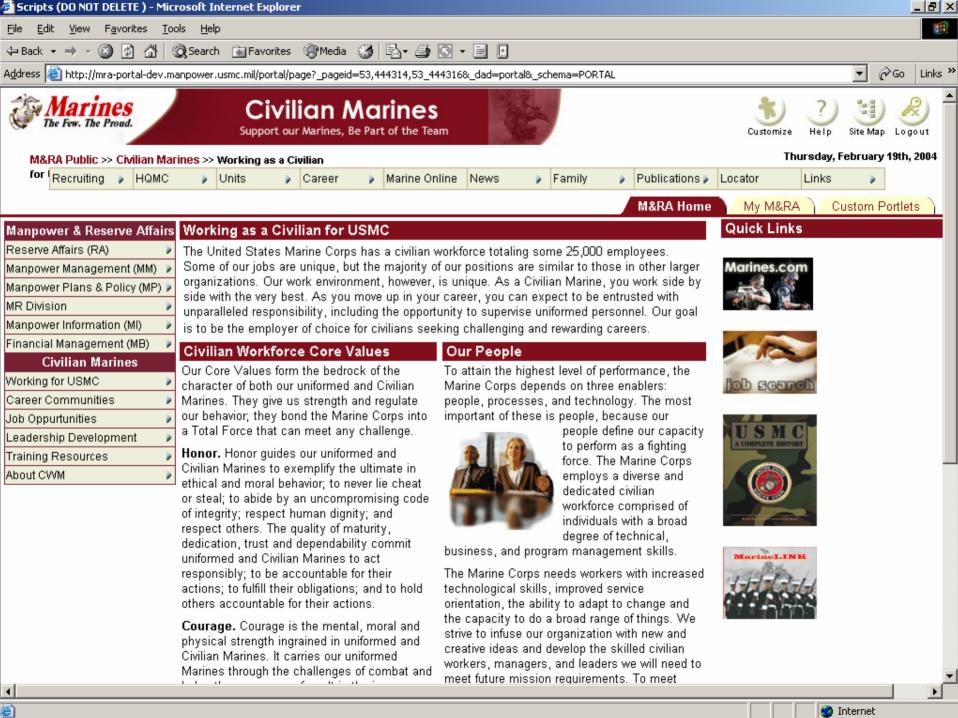
- COI Leader/Manager
  - View Occupational Series in your COI
  - View Competencies for Occ Series in your COI
  - View Professional Development Attributes for your COI
  - View Positions in your COI
    - By Series
    - By Grade Level
    - By Activity Name
  - Reports
  - Analytical Outputs

# STATES MARINE ORPS

# **Access Will Be Through USMC Official Website**







# Civilian Workforce Management

#### View Occupational Series in a Community of Interest



#### **Community of Interest Occupational Series Report**

Occupational Group GS-1100 Occupational Series Name Contracting Series

Occupational Series 1102 Skill Level 1 Level Desc Entry Level

#### Occupational Description

This series includes positions that manage, supervise, perform, or develop policies and procedures for professional work involving the procurement of supplies, services, construction, or research and development using formal advertising or negotiation procedures; the evaluation of contract price proposals; and the administration or termination and close out of contracts. The work requires knowledge of the legislation, regulations, and methods used in contracting; and knowledge of business and industry practices, sources of supply, cost factor, and requirements characteristics.

There are four levels for this occupation series. 1102.1 is at Level 1. Level 1 is the entry level.



#### Civilian Workforce Management

# View Your Occupational Series Competency Report

Subr	mit Query Reset
	cupational Series ompetency Query
Community of Interest	Contracts 🔻
Occupational Group	GS-1100 🔻
Occupational Series	1102 🔻
Skill Level	1 🔻

# Occupational Series Competency Report

Occupational Series 1102 Skill Level

Job Role.Competency	Proficiency Level
Contingency Contracting.Int'l Political/Business Marketplace	2
Contingency Contracting.Multi-Service Actions	2
Contracting.A-76 Policies/Processes	1
Contracting.ABC/ABM	1
	'

#### Proficiency Level definitions:

- 0)Non Applicable / No Knowledge Necessary 3)Able To Apply Autonomously
- 1)Conceptual Knowledge Only / No Experience 4)Able To Help Other(s) Apply / Possibly An Expert
- 2)Able To Apply With Help



#### Civilian Workforce Management

# **Competency Definitions Report**

Submi	t Query Reset
	onal Series Competency Definition Query
Community of Interest	Contracts 🔻
Occupational Group	GS-1100 🔻
Occupational Series	1102 🕶
Competency Type	Functional 💌

# Occupational Series Competency Definitions Report

Occupational Series 1102 Skill Level 1

Job Role.Competency	Definition
Contingency Contracting Int'l Political/Business Marketplace	Negotiate in the international political and business practice environments.
Contingency Contracting Multi-Service Actions	Identify, select, and follow relevant procurement rules of multi-service participants.

#### **Civilian Workforce Management**

Occupational Series Professional Development

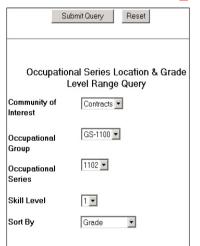
Requirement

	Reset Reset
	tional Series Professional ment Requirements Query
Community of Interest	ITM
Occupational Group	GS-2200 ▼
Occupational Series	2210 💌
Skill Level	

Occupational S	eries Professional	Develop	pment Require	ments Report
Occupational 1102 Series	Skill Level	1	Grade Level Range	GS 7-9, NH-2
Academic Credential Requirement	Baccalaureate Degree			
Desired Academic Coursework	N/A			
SYSCOM Certification	D			
DAWIA Certification Requirement	DAVMA Level 1			
Education Training Requirement 1	CON 101, CON 104			

#### Civilian Workforce Management

# Occupational Series Location and Grade Level Range Report (Positions Available Within Your Series)



	Occupational Series Report by Grade						
Occupational Series		Number of Employees	Grade	Activity Name	Duty Station	Geographic Location	
1102	1	19	-	MCB Camp Butler	N/A	Okinawa, JP	
1102	1	1	ES-00	Headquarters United States Marine Corps	Navy Annex	Washington, DC	
1102	1	1	GS-05	MCLB Barstow	N/A	Barstow, CA	
1102	1	1	GS-05	MCB Camp Lejeune	N/A	Jacksonville, NC	
1102	1	1	GS-05	MCB Camp Butler	N/A	Okinawa, JP	
1102	1	1	GS-05	Marine Corps Air Ground Combat Center	MCB Twentynine Palms	Twentynine Palms, CA	
		24	Total nu	mber of Positions			

	Occupational Series Report by Activity Name							
Occupational Series	Skill Level	Number of Employees	Grade	Activity Name	Duty Station	Geographic Location		
1102	1	1	ES-00	Headquarters United States Marine Corps	Navy Annex	Washington, DC		
1102	1	19	-	MCB Camp Butler	N/A	Okinawa, JP		
1102	1	1	GS-05	MCB Camp Butler	N/A	Okinawa, JP		
1102	1	1	GS-05	MCB Camp Lejeune	N/A	Jacksonville, NC		
1102	1	1	GS-05	MCLB Barstow	N/A	Barstow, CA		
1102	1	1	GS-05	Marine Corps Air Ground Combat Center	MCB Twentynine Palms	Twentynine Palms, CA		
		24	Total nur	nber of Positions				

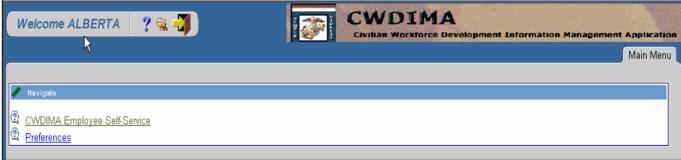
Occupational Series Report by Occ. Series						
Occupational Series		Number of Employees	Grade	Activity Name	Duty Station	Geographic Location
1102	1	19	-	MCB Camp Butler	N/A	Okinawa, JP
1102	1	1	ES-00	Headquarters United States Marine Corps	Navy Annex	Washington, DC
1102	1	1	GS-05	MCLB Barstow	N/A	Barstow, CA
1102	1	1	GS-05	MCB Camp Lejeune	N/A	Jacksonville, NC
1102	1	1	GS-05	MCB Camp Butler	N/A	Okinawa, JP
1102	1	1	GS-05	Marine Corps Air Ground Combat Center	MCB Twentynine Palms	Twentynine Palms, CA
		24	Total nu	mber of Positions		<b>6</b> 1



#### Civilian Workforce Management

#### **Occupational Competency Self-Assessment**









#### **Civilian Workforce Management**

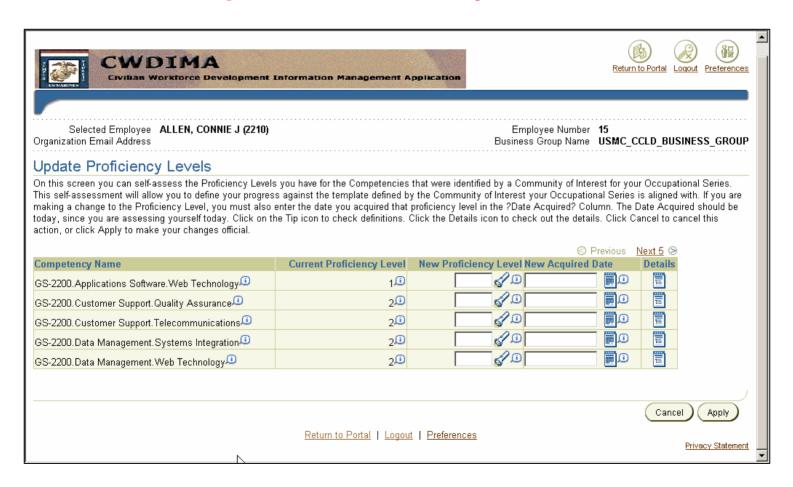
# **My Competency Profile**

				<b>(B)</b>	<b>2</b>
CWDIMA Civilian Workforce Develo	opment Information Mana	agement Application		Return to Portal L	oqout Preferences
Selected Employee ALLEN, CONNIE Organization Email Address	J (2210)	В	Employee Num usiness Group Na	ber 15 me USMC_CCLD_BU	SINESS_GROUP
Competency Profile					
The Competency Profile is a list of Competenc Interest has defined Competencies and related self-assess, what Proficiency Levels you hold Competency. Click the Update Proficiency Lev process, click Review & Submit to finalize you Competency Profile.	l Proficiency Levels for each O in each Competency. Please i vel button to update your Self-A	Iccupational Series. You can use t review the Competencies listed be Assessment. To defer updating un	this screen to revi low and Self-Asse til later, click Save	ew the Competencies are ss your Proficiency Leve for Later. To complete t	id determine, or els in each the updating
Current Competencies			⊘ Previous	1-11 of 11 🔽 Next 🛇	
Competency Name		Proficiency Level Date Acquire		rrect Competency Details	
GS-2200.Applications Software.Web Technology	-gγ <b>6</b> ο	1. 23-Jul-2003.		P	
GS-2200.Customer Support.Quality Assurance	e60	2. 21-Jul-2003.			
GS-2200. Customer Support. Telecommunication	ons60	2. 21-Jul-2003		0	
GS-2200.Data Management.Systems Integrat	ion60	2. 22-Jul-2003. □		0	
GS-2200. Data Management. Web Technology	6 <del>0</del>	2. 22-Jul-2003. □		0	
GS-2200.Information Security.Technology Awa	areness <b>6</b>	2. 17-Sep-2002.	O 🗇	0	
GS-2200.Internet.Logical Systems Design60	)	∴ 18-Sep-1983	O.O.	0	
GS-2200.Internet.Web Technology 60		18-Sep-1983	O (D	0	
GS-2200.Network Services.Web Technology	<b>₩</b>	<u>.</u> 18-Sep-1983.	O (D	0	
GS-2200. Operating Systems. Project Manage	ment 60	1. 22-Jul-2003. □	.D		
GS-2200.Policy and Planning.Capital Planning Assessment	g and Investment	₾ 18-Sep-1983	O.O.	0	
			○ Previous	1-11 of 11 🔽 Next 🗇	
Current Session Changes					
Competency Current Proficiency Name Level	Proposed Proficiency D Level A	ate Proposed Date cquired Acquired		○ Previous Next ⊘ ompetency tails Delete	
No data exists.					
Competencies Pending Approval					
	ciency Level Propose	ed Proficiency Level Date Acqui	red Proposed	Date Acquired	
No data exists.					
Update Proficiency levels					
		Save For Later Cance	Competenc	y Profile History Rev	iew & Submit
	Return to Po	tal   Logout   Preferences			Privacy Statement



#### Civilian Workforce Management

#### **Update Proficiency Levels**



#### Civilian Workforce Management

# Occupational Series Competency Comparison Report

Sub	mit Query	Reset		
Competency Comparison Query				
Enter the Employee Number you viewed				
		ompetency Profile		
#ITELL apadu	ng your oc	bilipetericy i rollie		

#### **Competency Comparison Report**

Employee Name: BELL, JAYNE

Occupational Series		Job Role.Competency	Expected Level	Personal Level
1105	2	Purchasing.Acquisition Process Review	2	
1105	2	Purchasing.Acquisition Strategy Team	2	
1105	2	Purchasing.Activity-Based Costing/Management	1	

#### Proficiency Level definitions:

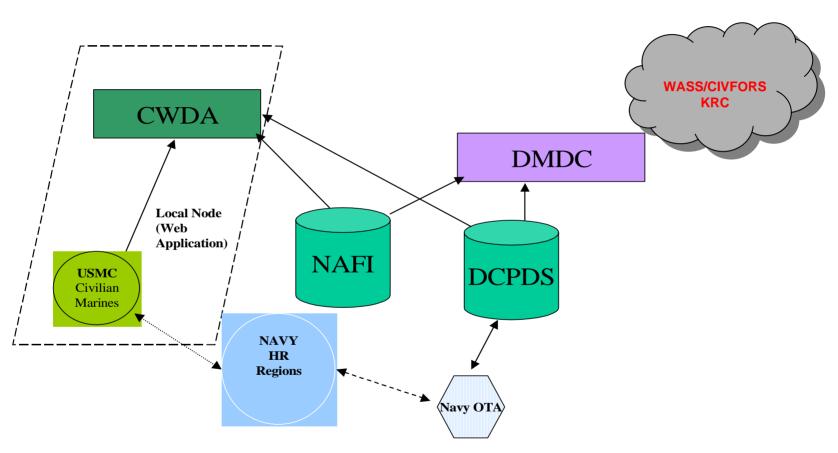
0)Non Applicable / No Knowledge Necessary 3)Able To Apply Autonomously

1)Conceptual Knowledge Only / No Experience 4)Able To Help Other(s) Apply / Possibly An Expert

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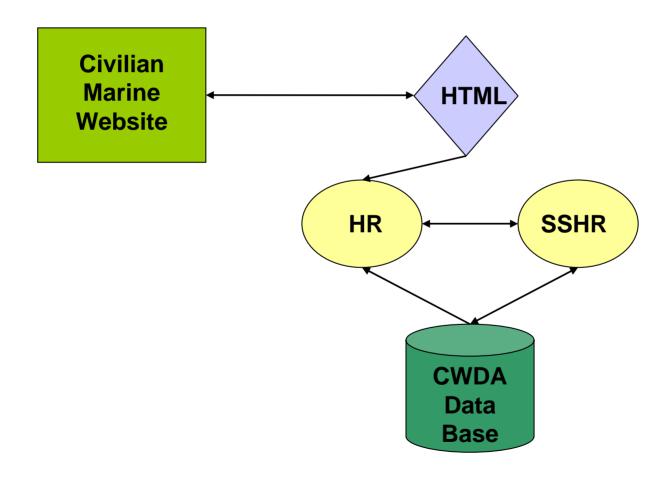
# **CWDA System Components**





# **Basic CWDA Architecture**







**Civilian Leadership Development Assessment** (CLDA) instrument is designed to support Department of Navy (DON) employees in the development of their leadership skills. The CLDA's 360-degree feedback design permits in a web based environment supervisors, peers, and subordinates to provide valuable input to participating individuals on their performance on tasks associated with leadership effectiveness. Participants are then able to better direct and focus their development efforts. 34



#### **CLDA Pilot Overview**

- Pilot period is 21 July to 24 October 2003
- Web-enabled 360 degree assessment instrument
- E-mail notifications
- Administrator tools
- Evaluator selection flexibilities
- Evaluator tracking function for participants
- Assessment report (On-line & "downloadable")
- Four Navy Sites
- 14 Marine Corps Sites
- Sept 04 DON wide Rollout



# Marine Corps Participants

- Manpower & Reserve Affairs
- MCAS Beaufort
- MCAS Cherry Point
- MCAS Yuma
- MCAS Miramar
- MCAGCC 29 Palms
- MCLB Albany

- MCB Camp Lejeune
- MCB Camp Pendleton
- MCB Quantico
- MCB Camp Butler
- MCRD San Diego
- MCRD Parris Island
- 9th MCD Kansas City



### Participant's Process

- Identify/Select Evaluators
  - One Supervisor
  - 3 to 5 Peers
  - 3 to 5 Subordinates
- Complete Demographics & Job Information Section
- Complete the Skills Inventory
- Monitor Evaluations
- Individual Feedback Report
- Leadership Development Planning



## **CLDA Welcome Page**

#### Civilian Leadership Development Application

CLDA HOME | ADMIN | REPORTS | SUPPORT |

#### Good Afternoon,

# Welcome to the Civilian Leadership Development Application (CLDA)

ver. 1.1

This application is used to assist identifying leadership development needs and job strengths.

Special Instructions Displayed from the Settings Table
October 15, 2002

Developed by Software Engineering/Project Management Division(N65)
Commander, US Pacific Fleet | Comments/Suggestions: CLDA Administrator
This is an Official Navy Website | Please Read Our Warning & Disclaimer



## **Workforce Demographics**

Civilian Workforce Management

•	<b>Total Civil Service Employment*</b>	
	– DoD	661,879
	- USMC	13,594
•	SES Positions*	
	– DoD	1,158
	- USMC	15
•	GS-14/15*	
	- DoD	26,139
	- USMC	335
	*U.S. Citizen/Appropriated Fund (APF)	

#### **Civilians as Compared to Active Duty**

- **–DoD/Other Services 1 Civilian for Every 2 Active Duty**
- **-USMC 1 Civilian Marine for Every 13 Marines**

# National Security Personnel System

Civilian Workforce Management

November 26, 2003

 National Defense Authorization Act (P.L. 108-136) provides for the National Security Personnel System (NSPS)



## DoD Mission Demands Agility

- Increased Efficiency and Effectiveness
- Quick and Decisive Action
- Transformational Change Needed
  - Broad range solutions vs. "Quick fixes"
- Performance is key
  - Compensation, rewards, promotions, and discipline based on performance
- Enhance DoD's ability to use civilian personnel to accomplish its mission

## **Features / Tools**



#### Civilian Workforce Management

### Pay Banding

- Career groups and pay banding
- Facilitates pay progression
- Provides for access to higher range of basic pay
- Permits more competitive recruitment of quality candidates at differing rates
- Accommodates broad range of occupations and missions
- Creates assignment flexibility

### Other Flexibilities

- VERA and VSIP
- Highly Qualified Experts
- Reemployed Annuitants
- Student Loan Repayment

## **Recent DoD Action**



#### Civilian Workforce Management

- SecDef directed a 3-week strategic review of NSPS
- Six integrated teams of senior personnel with broad DoD, OPM & OMB participation and briefings by DHS and GAO:

OIPTProcess

RequirementsProgram

PersonnelCommunications

"Where are we" letter to all civilian employees

# **Way Ahead**



#### Civilian Workforce Management

- Full partnership with OPM
- Mission-first but also employee-centric with broad collaboration
- Administrative Procedures Act (APA) for implementation of regulations
- Defense Acquisition Management model with spiral implementation approach
- DoD Governance through Senior Executive and OIPT
- Aggressive but event-driven schedules
- Communicate, communicate, communicate

## Recap NSPS



#### Civilian Workforce Management

- Revised design and implementation process started
- Meets full intent of Congress
- Full partnership with OPM
- Involvement of all stakeholders
- Event driven (July 2005 at earliest)

## For more information...



#### Civilian Workforce Management

- NSPS website (www.cpms.osd.mil/nsps)
  - -Central repository for NSPS info
  - -443,000 hits since Dec 1
  - -650 comments/feedback since Dec 1



National Security Personnel System





- Secretary Rumsfeld has directed the design and implementation of the National Security Personnel System (NSPS) to be an inclusive and comprehensive process.
- In March 2004 a strategic review was conducted.
- For 3 weeks, this intensive study looked at how to develop the right process to develop NSPS.
- The result is the identification of processes that will involve extensive collaboration.
- Mission First. People-centric. Broad Collaboration.
- We are working with our key partners and stakeholders to develop a dynamic and flexible system that will make the Department of Defense the employer of choice for the federal government's civilian workforce for the 21st century.
- Links:
  - NSPS Program Executive Office Announcement April 27, 2004
  - NSPS Design & Implementation Plan
  - Read the NSPS legislation
  - Open Letter to DoD Civilian Employees from Under Secretary of Defense (Personnel & Readiness) and the Secretary of the Navy



# Questions?



### **Contact Information**

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## **Dollie McCormick**

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McCormickD@manpower.usmc.mil